

RHODE ISLAND PIP MATRIX

Outcomes and Indicators	Item #	Measurable Objective [Interim Objective (IO)]	Method of Measure	Action Steps	Benchmark Toward Achieving Objective	Dates of Achievement (Quarter)			Responsible Party
Goal 1: Create a community-based, family centered service system Goal 2: Establish a continuum of high quality, culturally relevant placement resources in proximity to each child's home Goal 5: Enhance the capacity of employees, foster parents and providers to deliver high quality care to children and families						Benchmark	Interim	Objective	
SO 1. Children are first and foremost protected from abuse and neglect									
	2. Repeat Maltreatment	Obj. 2a Decrease the State's rate of maltreatment recurrence within 6 months from 7.8% to 6.9% or less. IO: 7.45%	State Data Profile				4	8	
				2a.1 Revise existing form which summarizes a child protective investigation to include (a) reference to any identified threats to safety and (b) a Protective (Safety) Plan					Thomas Dwyer
			RICHIST updated		2a.1.1 Implement revised Investigative Summary module in RICHIST	2			
			Training completed		2a1.2 Train all CPS staff on the use of the revised investigative summary document.	2			
				2a.2 Revise Intake Summary form to include (a) reference to any identified threats to safety and (b) a Protective (Safety) Plan					Thomas Dwyer
			RICHIST updated		2a.2.1 Implement revised Intake Summary Document in RICHIST	2			
			Training completed		2a.2.2 Train all CPS staff on the use of the revised intake summary form.	2			
				2a.3 Revise existing CPS Safety Assessment					Thomas Dwyer

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			RICHIST updated		2a.3.1 Implement revised CPS safety assessment tool in RICHIST	1			
				2a.4 Implementation of new “Information and Referral” Process					
			Policy developed		2a.4.1 Develop policy and procedure on the newly designed “Information and Referral” process.	2			Thomas Dwyer
			Curriculum developed		2a.4.2 Develop training curriculum for the newly designed “Information and Referral” process.	2			
			Design document approved		2a.4.3 Develop RICHIST modifications document.	2			
			Training conducted		2a.4.4 Conduct training for CPS, FSU, juvenile corrections, licensing and program monitor staff.	3			
			RICHIST updated		2a.4.5 Implement new module in RICHIST.	3			
				2a.5 Work with ACF to ensure accuracy of State data profile					Leon Saunders
			Documentation submitted		2a.5.1 Submit documentation to ACF explaining fluctuations in safety data over the past three fiscal years	1			
		Obj. 2b Reduce the rate of maltreatment in foster care from 1.09% to 0.95% or less. IO: 1.02%	State Data Profile				4	8	

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				2b.1 Implement the newly designed family assessment in FSU					Thomas Dwyer
			Curriculum finalized		2b.1.1 Training curriculum developed and implemented	1			
			Training completed		2b.1.2 Conduct Training of Trainers	1			
			Training completed		2b.1.3 Train staff on new assessment tool and new RICHIST assessment module	2 (75%) 3 (90%)			
			Curriculum updated		2b.1.4 Incorporate assessment training in FSU pre-service training	1			
			RICHIST updated		2b.1.5 Implement new assessment module in RICHIST	1			
			Policy implemented		2b.1.6 Develop and implement policy and procedures.	1			
			Curriculum finalized		2b.1.7 Develop skills based training for Family Service and Juvenile Probation staff	3			
			Training completed		2b.1.8 Schedule and conduct initial skills based training modules for Family Service and Juvenile Probation staff	3			
				2b.2 Implement on-going safety assessment in FSU and juvenile probation					Thomas Dwyer
			Design completed		2b.2.1 Complete on-going safety assessment tool design.	1			
			RICHIST updated		2b.2.2 Develop and implement new safety assessment module in RICHIST	2			
			Policy implemented		2b.2.3 Revise and implement policy changes relative to the new safety assessment process	2			
			Curriculum developed		2b.2.4 Develop training curriculum for new safety assessment process	2			
			Training completed		2b.2.5 Conduct training for FSU and juvenile probation staff.	2			

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				2b.3 Implement safety assessment for each child in each placement					Thomas Dwyer
			Design completed		2b.3.1 Complete design of out-of-home care safety assessment tool.	2			
			RICHIST updated		2b.3.2 Develop and implement new out-of-home care safety assessment module in RICHIST.	3			
			Policy implemented		2b.3.3 Revise and implement policy changes relative to the new out-of-home care safety assessment process	3			
			Curriculum developed		2b.3.4 Develop training curriculum for new out-of-home care safety assessment process	3			
			Training completed		2b.3.5 Conduct training for FSU and juvenile probation staff.	3			
				2b.4 Work with ACF to ensure accuracy of State data profile					Leon Saunders
			Documentation submitted		2b.4.1 Submit documentation to ACF explaining fluctuations in safety data over the past three fiscal years	1			
SO 2. Children are safely maintained in their homes when possible and appropriate									
	3. Services to Prevent Removal	Obj. 3 Increase from 79% to 84% the number of cases for which services to prevent removal of children from their home were provided to families IO: 81% Baseline: 2004 RI CFSR	Quality Review (QR)				4	8	

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				3.1 Cross Reference to Action Step 2b.2					
				3.2 Create a service array that includes primary, secondary and tertiary prevention services that are strength based, culturally appropriate, family centered and community based.					Thomas Dwyer
			Two design planning meetings held		3.2.1 Engage stakeholders to design a system including an array of intensive family preservation and permanency support services to work with families having complex needs and where children may be at risk for placement or in the process of being reunified with their parent(s).	5			
			Design completed		3.2.2 Finalize system design	6			
			Strategy developed		3.2.3 Develop a strategy for reshaping current finances and programming such as Comprehensive Emergency Services using state/Medicaid and possibly blending Rite Care dollars.	3			
			FP models identified and assessed		3.2.4 Identify Family Preservation models currently purchased by the Department and their effectiveness based on available outcome data.	3			
			Best practice models identified		3.2.5 Identify effective family preservation models using best practices based on a review of child welfare literature	4			
			Needs assessment completed		3.2.6 Determine the need for such services by each DCYF Regional Office and their local communities and select two communities in which to implement change	7			

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			Vendor(s) selected		3.2.7 Develop, publicize, and review RFP, LOI and/or direct payment; integrate with NHP Service Array Development.	8			
				3.3 The Department will redesign the manner in which it procures and manages services for children and families with the most complex needs					Tom Bohan
			Recommendations submitted		3.3.1 DCYF's External Restructuring Sub-Committee develops and presents recommendations for design, selection and implementation of restructuring model to the Department's System Redesign workgroup.	1			
			TA received		3.3.2 Use of TA (Sheila Pires of Human Services Collaborative) to assist the department's task force with making appropriate recommendations and implementation strategies.	1			
			Selection Made		3.3.3 Selection of a model system for implementation (locus of accountability for target population)	2			
			RFP issued		3.3.4 Develop and distribute request for proposal	2			
			Provider(s) selected		3.3.5 Select provider(s) for implementation (incremental implementation by selected area of State)	3			
			Contracts signed		3.3.6 Negotiate and finalize provider contracts.	4			
			Initial stages implemented		3.3.7 Prioritize area of State for incremental implementation	5			
			Evaluation completed		3.3.8 Evaluate startup program to inform the process for statewide implementation. Make modifications as necessary	6			

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			Implementation expanded		3.3.9 Implement program statewide.	7			
				3.4 Develop links between each DCYF Regional Office and currently available Family Support programs and resources that can be used by FSU personnel in each Region.					Thomas Dwyer
			Meetings completed		3.4.1 Hold 2 meetings per year in each Region to engage in a community dialogue regarding (neighborhood) service needs, resources, and plan of action to implement a continuum of services and resources that are strength based, family centered, and culturally appropriate.	8			
			Resource and needs assessment completed		3.4.2 Identify the related family support elements funded by DCYF, i.e. parent aides, parent training/education, Project Early Start, etc and the need to increase these resources.	2			
			Contracted matrix completed		3.4.3 Develop an inventory of primary, secondary and tertiary prevention programs under contract to the Department	3			
			Non-contracted matrix completed		3.4.4 Develop an inventory of primary, secondary and tertiary programs that are non-contracted.	5			
			Process developed		3.4.5 Establish and implement an evaluation tool and process for contracted community based programs in conjunction with the Data Analytic Center.	6			
			Strategies developed		3.4.6 Develop strategies for working cooperatively with local providers relative to open DCYF cases or families in need of support within a no legal status context.	7			

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			Training implemented		3.4.7 Develop ongoing training and orientation for DCYF personnel to familiarize them with local community resources that can be accessed to support families open to DCYF.	7			
			Family support needs identified		3.4.8 Determine where future funding may need to be expended relative to Family Support so as to strategically assist the Department in reducing the unnecessary use of foster care and other placements to manage risk.	8			
	4. Risk of Harm	Obj. 4 Increase from 67% to 72% the number of cases for which diligent efforts are made to reduce the risk of harm to children IO: 69% Baseline: 2004 RI CFSR	QR				4	8	
				4.1 Cross Reference Action Step 2a.1					
				4.2 Cross Reference Action Step 2b.1					
				4.3 Cross Reference Action Step 17.1					
				4.4 Cross Reference Action Step 17.3					
				4.5 Cross Reference Action Step 38b.1					
				4.6 Cross Reference Action Step 38b.2					
				4.7 Incorporate Safety Assessment and the Information and Referral Process into existing training workshops provided to community providers					Thomas Dwyer



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			Training completed by 50% of providers (and by 100% of providers by the 8th quarter)		4.7.1 Identification and training of representatives in each provider agency who will then be able to train staff within their respective agencies	3			
PO 1. Children have permanency and stability in their living situations									
	5. Foster Care Re-entry	Obj. 5 Decrease from 21.3% to 19.95% the percentage of children re-entering foster care within 12 months of a previous placement IO: 20.5%	State Data Profile				4	8	
				5.1 Cross Reference Action Step 3.2					
	6. Stability of foster care placements	Obj. 6 Increase stability of foster care placements from 84.8% to 86.7% of cases IO: 83.8%	State Data Profile				4	8	

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				6.1 Assist prospective families and existing providers in developing a "no wrong door" approach to recruitment, to reduce the number of prospective families that we lose and develop a coordinated/more informed approach to recruitment across the state					Joanne Lehrer
			Directory completed		6.1.1 Foster Care/Adoption Recruitment Workgroup develop a directory of all agencies involved in adoption and foster care (including specific information about each program)	1			
			Directory provided to each agency		6.1.2 Foster Care/Adoption Recruitment Workgroup provide directory to every child placing agency so that their recruiters are familiar with all placement resource agencies (including adoption and foster care) and are able to explain the placement options to any one who contacts their agency as a potential resource	2			
			Each agency contacted with request		6.1.3 Foster Care/Adoption Recruitment Workgroup encourage on-going joint recruitment forums (adoption and foster care) so that individuals can learn about all possible options in one place	2			
				6.2 Ensure diligent recruitment of foster and adoptive families that reflect children's racial and ethnic diversity and meet treatment needs of children in the State for whom foster and adoptive homes are required					Joanne Lehrer

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			Review completed		6.2.1 Systematically reviewed every foster home (DCYF, private, therapeutic, respite, relative, host) by region. This provides an inventory of available placement options by region, category, including ethnicity and primary language spoken.	1			
			Assessment completed		6.2.2 Systematically assess needs of children in each region of the state by holding regional data meetings with the Regional Directors to review existing RICHIST data for children placed from the respective region.	2			
			Analysis completed		6.2.3 Compare existing inventory of available placement options with presenting needs of children in each region to determine what types and numbers of new resources must be recruited.	3			
			Review completed		6.2.4 Review all recruitment provisions of existing child placing agency contracts	2			
			Design completed		6.2.5 Design a process for coordinating recruitment activities with private providers.	2			
			Recruitment effort initiated		6.2.6 Initiate at least one statewide coordinated (with private providers) recruitment effort	3			
			Initiative adopted		6.2.7 Adopt new initiative for DCYF Affirmative Action Committee – to advise or help address diversity in foster and adoptive homes; advise and/or assist to address recruitment, mentoring and retaining minority homes	1			
				6.3 Develop and implement matching data to assist in foster care matching and placement					Joanne Lehrer

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			Workgroup formed		6.3.1 Form workgroup of Placement Unit, program monitor and Licensing's foster care liaison staff to evaluate current ability of RICHIST and Dashboard reports to allow for matching of children and foster parents.	1			
			Requirements identified		6.3.2 Define additional requirements and modifications needed to make RICHIST and Dashboard reports usable as a matching database	2			
			Design document completed		6.3.3 Develop design specifications to update RICHIST.	3			
			RICHIST updated		6.3.4 Implement changes to RICHIST and Dashboard reports.	3			
			Evaluation completed		6.3.5 Evaluate effectiveness of new automated matching process.	4			
	7. Permanency Goal for Child	Obj. 7 Increase from 73% to 78% the number of foster care cases for which an appropriate permanency goal is established in a timely manner IO: 75% Baseline: 2004 RI CFSR	QR				4	8	
				7.1 Educate DCYF staff, including legal staff, as to the impact of Family Centered Practice as it pertains to fathers and paternal relatives as resources for permanency and well being of children.					Tom Bohan

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			Training completed with 50% of appropriate staff		7.1.1 Utilize existing “Where’s Daddy?” training curriculum to provide training sessions for appropriate DCYF staff.	3			
				7.2 Educate community providers as to the impact of Family Centered Practice as it pertains to fathers and paternal relatives as resources for permanency and well being of children.					Tom Bohan
			Training completed		7.2.1 Utilize existing “Building Partnerships across Systems” training curriculum to provide training sessions for community staff on an as-needed basis.	1			
				7.3 Increase engagement of fathers and paternal relatives as critical partners in meeting the permanency needs of children and youth.					Thomas Dwyer
			Usage monitored on a quarterly basis		7.3.1 Develop baseline for use of the parent locator pilot program run by the Sheriff’s Department and DHS, and track usage on a quarterly basis.	1			
			Policy developed		7.3.2 Develop and implement policy and procedures for locating absent parents	2			
				7.4 Cross Reference Action Step 2b.1					
				7.5 Cross Reference Action Step 26.1					

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				7.6 Cross Reference Action Step 27.1					
				7.7 Cross Reference Action Step 38b.1					
				7.8 Cross Reference Action Step 38b.2					
	8. Reunification, guardianship and placement with relatives	Obj. 8 Increase from 71.0% to 73.42% the number of foster care cases for which a reunification goal is achieved in a timely manner IO: 72.2%	State Data Profile				4	8	
				8.1 Promote appropriate use of guardianship as a permanency option for youth					Thomas Dwyer
			Supervisors educated		8.1.1 Educate supervisors in Region 1 on policy and procedures for locating absent parents and using guardianship as a permanency option for youth.	3			
			Supervisors educated		8.1.2 Educate supervisors in Region 2 on policy and procedures for locating absent parents and using guardianship as a permanency option for youth.	3			
			Supervisors educated		8.2.3 Educate supervisors in Region 3 on policy and procedures for locating absent parents and using guardianship as a permanency option for youth.	3			

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			Supervisors educated		8.2.4 Educate supervisors in Region 4 on policy and procedures for locating absent parents and using guardianship as a permanency option for youth.	3			
				8.3 Cross Reference Action Step 38b.1					
				8.4 Cross Reference Action Step 38b.2					
	9. Adoption	Obj. 9 Achieve Action Steps							
				9.1 Establish an Adoption Specialist Certification Program to increase the level of adoption expertise among clinicians in the state.					Joanne Lehrer
			TA requested		9.1.1 Request TA from the National Resource Center on Special Needs Adoption	1			
			Contract signed		9.1.2 Contract with Adoption RI to coordinate the development of the Adoption Specialist Certification Program	1			
			Group established		9.1.3 Establish core work group to include state, Adoption RI, and Child Welfare Institute	1			
			Institutions identified		9.1.4 Identify educational institutions and/or other groups to involve in establishment of certifications program	1			

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			Meetings held		9.1.5 Hold meeting with institutions of higher learning who offer degrees in social work and/or related counseling fields	2			
			Group established		9.1.6 Establish work group that will identify such things as possible source for funding, host institution, benefits attached to certification	2			
			Timeline established		9.1.7 Establish time line for the initiation of certification program	2			
			Program implemented		9.1.8 Initiation of Adoption Specialist Program	4			
				9.2 Cross Reference Action Step 38b.1					
				9.3 Cross Reference Action Step 38b.2					
	10. Other planned living arrangements	Obj. 10 Achieve Action Step					4	8	
				10.1 Cross reference Action Step 6.1					
PO 2. The continuity of family relationships and connections is maintained									
	12. Placement with siblings	Obj. 12 Achieve Action Step					4	8	
				12.1 Cross Reference to Action Step 6.3					



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	13. Visiting with parents and siblings in foster care	Obj. 13 Achieve Action Steps					4	8	
				13.1 Cross reference Action Step 7.1					
				13.2 Cross reference Action Step 7.2					
				13.3 Cross reference Action Step 7.3					
	14. Preserving connections	Obj. 14 Achieve Action Step					4	8	
				14.1 Cross reference to Action Step 6.3					
	15. Relative placement	Obj. 15 Achieve Action Steps					4	8	
				15.1 Cross reference to Action Step 6.3					
				15.2 Cross reference to Action Step 7.1					
				15.3 Cross reference to Action Step 7.2					
				15.4 Cross reference to Action Step 7.3					
	16. Relationship of child in care with parents	Obj. 16 Achieve Action Step					4	8	
				16.1. Cross Reference to Action Step 18.1					

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WBO 1. Families have enhanced capacity to provide for their children's needs									
	17. Needs/services of child, parents, and foster parents	Obj. 17 Increase from 31% to 36% the number of cases for which appropriate assessment of and provision of services needed are achieved IO: 33% Baseline: 2004 RI CFSR	QR				4	8	
				17.1 Review current community programs that illustrate best practice to the targeted population (Out of home, Full custody status)					Janet Anderson
			Review completed		17.1.1 Review and identify those family service practices that are required to reunify and maintain children in their homes.	1			
			Two focus groups are held		17.1.2 Hold 2 focus groups of stakeholders run by CWI staff.	2			
			Recommendations implemented		17.1.3 Review results and develop and launch plan to implement recommendations.	3			

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				17.2 Develop an informational packet to be given to relative caregivers at the time of emergency placement in order that caregivers are aware of the Department’s expectations and requirements. The packet will also include a listing of resource numbers the caregiver may access for questions or support					Thomas Dwyer
			Design completed		Complete design of informational packet	3			
				17.3 Review, design and implement a comprehensive support system for foster parents.					Thomas Dwyer
			Pilot started		17.3.1 Implement first pilot community support concept in Region 4.	1			
			Pilot started		17.3.2 Implement second pilot community support concept in Region 3.	3			
			Feedback received and analyzed		17.3.3 Based upon feedback and quality assurance results from pilots, expand support services to foster and adoptive families in other regions through same process of identifying foster parent support needs and CPA providers to meet those needs.	4			

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			Report/analysis on various funding options and decisions complete		17.3.4 Explore funding options for a position with the Dept. to support foster families.	2			
				17.4 Require child placing agencies under contract with the department to provide foster parent support services					Janet Anderson
			Analysis completed		17.4.1 Review contracts for child placing agencies for consistency of foster parent support services	2			
			Review completed		17.4.2 Review foster parent support services in place in at least one other state.	1			
			Recommendations completed		17.4.3 Convene meeting of Foster Care and Adoption Workgroup on Support to review findings and develop recommendations for consistency in availability of support services tied to the needs of the child.	4			
			Review of recommendations completed		17.4.4 Based on recommendations, determine what changes should be made.	5			

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			Contracts revised		17.4.5 Based on changes determined necessary and appropriate, revise contracts with Child Placing Agencies and foster boarding home agreements with existing DCYF foster homes.	6			
				17.5 Cross Reference Action Step 2b.1					
	18. Child/family involvement in case planning	Obj. 18 Increase from 39% to 44% the number of case plans appropriately developed with parental and child involvement IO: 41% Baseline: 2004 RI CFSR	QR						
				18.1 Implement a culturally competent family centered service plan across DCYF divisions that is designed to build upon a family's strengths to address areas of needs in a manner that allows and invites family participation					Thomas Dwyer
			RICHIST updated		18.1.1 Finalize modification to the service plan in RICHIST that incorporates necessary changes for use by Juvenile Probation as well as Family Service Staff	1			
			Policy implemented		18.1.2 Revise service plan policy and procedures	3			
			Curriculum developed		18.1.3 Develop skills based training which focuses on the family centered service plan development	4			

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			Training Completed by 50% of the staff		18.1.4 Provide mandatory cross divisional training that focuses on developing competencies in engaging families participation in the development of their service plan.	4			
				18.2 DCYF will ensure that Purchase of Service/contracted group care facilities shall incorporate family centered practice and fully involve parent(s)/family in the treatment of children in placement.					Janet Anderson
			Boiler plate developed		18.2.1 Development of a boiler plate page to include in contracts (including POS) to ensure that providers fully involve parents, families, and prospective families in the treatment of children in placement.	2			
			Evaluation completed		18.2.2 Data Analytic Center to develop and enhance existing performance measurement data to identify providers who are not meeting the standards for family involvement.	3			
			Corrective plan developed		18.2.3 Identify steps in corrective action plans for providers who do not meet this standard.	3			
			Timelines established		18.2.4 Establish timelines for corrective action including training	3			
			Revise curriculum		18.2.5 Review existing training and adopt revised curriculum with RICORP.	4			
			Training completed		18.2.6 Train contracted provider staff on the need to fully involve parents and families in the treatment of children in placement.	5			

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	19. Worker visits with child	Obj. 19 Increase from 61% to 66% the number of face-to-face visits between caseworkers and children IO: 63% Baseline: 2004 RI CFSR	QR				4	8	
				19.1 DCYF to negotiate with labor union(s) for flexible work hours for staff to better accommodate families' availability.					Tom Bohan
			Proposal included		19.1.1 Include in proposal for labor relations.	1			
			Report completed		19.1.2 Report on outcome of negotiations	3			
				19.2 Reduce workload for FSU staff by keeping to a minimum the number of vacant social worker positions					Thomas Dwyer
			Staff assigned		19.2.1 Assign new staff in pre-service training to vacant positions in Regions.	1			
			Caseloads increased		19.2.2 Gradually increase the number of families assigned to new staff.	2			
			New staff have full caseloads		19.2.3 Assign full caseload to new staff following completion of pre-service training	2			
			Benchmarks identified		19.2.4 Identify benchmarks indicative of vacancies	1			
			Tracking system developed		19.2.5 Develop vacancy benchmark tracking system and determine conditions which will trigger a new hiring cycle.	1			

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Outcomes and Indicators	Item #	Measurable Objective [Interim Objective (IO)]	Method of Measure	Action Steps	Benchmark Toward Achieving Objective	Dates of Achievement (Quarter)			Responsible Party
			Monitoring completed		19.2.6 Monitor the benchmark system to determine if new hiring cycle is needed.	4			
				19.3 Reduce workload for FSU staff by providing additional case aides					Tom Bohan
			Positions advertised		19.3.1 Post and advertise for new case aide positions	1			
			Interviews completed		19.3.2 Screen, Interview and select applicants	1			
			Staff hired		19.3.3 Hire new case aides and assign to Regional Offices	1			
			Training Completed		19.3.4 Provide pre-service training for case aides	2			
				19.4 The Department and Family Court will reduce workload for FSU and Juvenile Corrections staff by reducing amount of time spent in Court.					Jorge Garcia
			Court days assigned		19.4.1 Specific court days will be assigned to workers	2			
			Analysis completed		19.4.2 Complete analysis of alternative methods of scheduling hearings before the court.	3			
			Alternative implemented		19.4.3 The Department and the Family Court adopt one of the alternatives	3			
			Standards developed		19.4.4 Develop standards to address the frequency of court case reviews	3			



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Outcomes and Indicators	Item #	Measurable Objective [Interim Objective (IO)]	Method of Measure	Action Steps	Benchmark Toward Achieving Objective	Dates of Achievement (Quarter)			Responsible Party
			Standards implemented		19.4.5 The Department and the Family Court adopt standards to address the frequency of case reviews.	3			
			Protocols developed		19.4.6 Develop protocols with community agencies to staff local truancy courts and provide community based services	2			
			Identify site		19.4.7 Identify most geographically appropriate site for piloting community staffing of area truancy court	2			
			Pilot established		19.4.8 Implement pilot	3			
				19.5 Determine if youth and families who are currently open to the Department with no legal status can be appropriately maintained in community programs.					Janet Anderson
			Review completed		19.5.1 Identification and review of families open to DCYF with no legal status. Review 75-100 cases referred to CPS for investigation and an additional 75-100 referred to community based programs.	1			
			Analysis complete		19.5.2 Analyze demographic characteristics, presenting problems, and type of case referral (where possible timeliness and status of case disposition will also be collected and analyzed) of children open to DCYF with No Legal Status and those open to community based programs.	1			

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Outcomes and Indicators	Item #	Measurable Objective [Interim Objective (IO)]	Method of Measure	Action Steps	Benchmark Toward Achieving Objective	Dates of Achievement (Quarter)			Responsible Party
			Input analyzed and documented		19.5.3 Obtain systematic input from caseworkers and community providers about No Legal Status and Legal Status cases. Key questions to address are: 1) What are the barriers to service for cases referred from CPS and 2) What solutions have been attempted to address those barriers	1			
			Recommendations completed		19.5.4 Solicit and implement recommendations from caseworkers and providers to overcome these barriers and meet the needs of these families.	1			
	20. Worker visits with parents	Obj. 20 Increase from 34% to 39% the number of face-to-face visits between caseworkers and parents IO: 36% Baseline: 2004 RI CFSR	QR				4	8	
				20.1 Cross Reference to Action Step 19.1					
				20.2 Cross reference to Action Step 19.2					
				20.3 Cross reference to Action Step 19.3					
				20.4 Cross reference to Action Step 19.4					
				20.5 Cross reference to Action Step 19.5					

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Outcomes and Indicators	Item #	Measurable Objective [Interim Objective (IO)]	Method of Measure	Action Steps	Benchmark Toward Achieving Objective	Dates of Achievement (Quarter)			Responsible Party
WBO 2. Children receive appropriate services to meet their educational needs									
	21. Educational needs of child	Obj. 21 Achieve Action Step					4	8	
				21.1 Cross Reference Action Step 2b.1					
WBO 3. Children receive adequate services to meet their physical and mental health needs									
	22. Physical health of child	Obj. 22 Increase from 77% to 82% the number of cases for which appropriate assessment of and provision of physical health needs are achieved IO: 79% Baseline: 2004 RI CFSR	QR				4	8	
				22.1 Improve access to medical and oral health care for children active with DCYF and for siblings of children active with DCYF.					Kevin Savage
			Interface implemented		22.1.1 DCYF will develop an interface to match children in the RICHIST system with children in the KidsNet system.	1			

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Outcomes and Indicators	Item #	Measurable Objective [Interim Objective (IO)]	Method of Measure	Action Steps	Benchmark Toward Achieving Objective	Dates of Achievement (Quarter)			Responsible Party
			Interface implemented		22.1.2 DCYF will consolidate, via interface with Neighborhood Health Plan of RI and Placement Solutions, claims data so that DCYF staff can view types of physical and behavioral health visits that children have had.	1			
			Interface implemented		22.1.3 Claims data Interface implemented and data available to workers in RICHIST	3			
			Design completed		22.1.4 DCYF will work with KidsNet to design an interface to obtain verification of immunizations.	4			
			Interface implemented		22.1.5 New report developed and implemented to assist staff in ensuring caregivers will schedule well visits for children who have not been seen by a primary care physician (PCP) within one year.	5			
			Well visit report developed		22.1.6 Immunization data Interface implemented and data available to workers in RICHIST	3			
			Waiver submitted		22.1.6 Work with DHS and the Oral Health Advisory Board to get a RItCare waiver approved by CMS for oral health for children under age 12.	1			
			Policies and guidelines developed	22.2 Work with NHPRI, Early Intervention and other appropriate early child development/family support providers to ensure comprehensive family assessments and service coordination with FSU.	22.2.1 Develop policy and procedural guidelines with DHS, DOH, and EI provider to reflect CAPTA requirements for referrals to Early Intervention	2			Tom Bohan
			Training completed		22.2.2 Educate staff on revised policy and EI referral process	3			

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Outcomes and Indicators	Item #	Measurable Objective [Interim Objective (IO)]	Method of Measure	Action Steps	Benchmark Toward Achieving Objective	Dates of Achievement (Quarter)			Responsible Party
			Referral process established		22.2.3 Referrals for early child development screening and family assessments from DCYF will be routinely made to appropriate community providers	3			
			Report developed		22.2.4 Develop method of measuring whether or not eligible children in DCYF care/custody are enrolled in an EI program.	3			
				22.3 Cross reference Action Step 2b.1					
	23. Mental health of child	Obj. 23 Increase from 61% to 66% the number of cases for which appropriate assessment of and provision of mental health needs are achieved IO: 63% Baseline: 2004 RI CFSR	QR				4	8	
				23.1 Continuous recruitment of agencies providing evidence-based or promising practices for parenting and family support services and mental health service capacity.					Janet Anderson
			Procurement published		23.1.1 Publish procurement for continuous recruitment of agencies.	1			
			Provider list established		23.1.2 Implementation of Master List for Qualified Providers - Ongoing	3			
			Contracts developed		23.1.3 Services Identified and Treatment Plans Developed	4			
			Services initiated		23.1.4 Services with Children/Families Begin	4			
				23.2 Increase capacity for psychological evaluations					Janet Anderson

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Outcomes and Indicators	Item #	Measurable Objective [Interim Objective (IO)]	Method of Measure	Action Steps	Benchmark Toward Achieving Objective	Dates of Achievement (Quarter)			Responsible Party
			Needs assessment completed		23.2.1 Identify the volume of need for children in foster care.	2			
			Geographic needs determined		23.2.2 Identify the geographic area of prevalence for evaluations.	2			
			Plan developed and implemented		23.2.3 Develop a specific capacity to meet DCYF needs through Neighborhood Health Plan of RI (NHPRI) for all children in substitute care	6			
				23.3 Establish Rules and Regulations for a Psychiatric Emergency Service System					Janet Anderson
			ES rules and regulations finalized		23.3.1 Finalize rules and regulation for new Emergency Services (ES) system	2			
			RFP process completed		23.3.2 Develop, publish and evaluate Request for Proposals for Emergency Services program	3			
			Contract(s) completed		23.3.3 Complete contract(s) with provider(s)	4			
Goal 3: Promote adoption or other planned living arrangement when reunification is not achievable									
Goal 4: Transition all children and youth from public supported care to with the supports, skills and competencies in place to ensure stability and permanency									
SF V. Case review system									
	25. Process for developing a case plan and for joint case planning with parents	Obj. 25 Achieve Action Steps					4	8	

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Outcomes and Indicators	Item #	Measurable Objective [Interim Objective (IO)]	Method of Measure	Action Steps	Benchmark Toward Achieving Objective	Dates of Achievement (Quarter)			Responsible Party
				25.1 Cross Reference to Action Step 18.1					
				25.2 Provide refresher training on FCP for FSU staff					Thomas Dwyer
			Training conducted		25.2.1 Conduct refresher training for FSU staff	4			
				25.3 Provide full training on FCP for Juvenile Probation staff					Warren Hurlbut
			Curriculum modified		25.3.1 Modify existing FCP training curriculum for use by juvenile probation staff.	5			
			Training conducted		25.3.2 Conduct training for juvenile probation staff	6			
	26. Process for 6-month case reviews	Obj. 26 Achieve Action Step					4	8	
				26.1 Implement newly developed ARU service plan review form to collect data on safety, permanence and well-being items (review standards will be consistent with CFSR review)					Bruce Rollins
			Design document approved		26.1.1 Develop RICHIST modifications document.	1			
			RICHIST updated		26.1.2 Implement revised ARU Review module in RICHIST	2			
			Policy disseminated		26.1.3 Disseminate revised policy and procedures to all staff through policy briefs and RICHIST online policy.	3			

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Outcomes and Indicators	Item #	Measurable Objective [Interim Objective (IO)]	Method of Measure	Action Steps	Benchmark Toward Achieving Objective	Dates of Achievement (Quarter)			Responsible Party
	27. Process for 12-month permanency hearings	Obj. 27 Achieve Action Steps					4	8	
				27.1 DCYF to develop strategies to ensure compliance with permanency standards related to ASFA					Kevin Aucoin
			Surveillance of "plea downs" completed		27.1.1 DCYF to track the frequency of “plea downs”	1			
				27.2 DCYF will support Family Court strategies to apply ASFA requirements to the JJ cases					Kevin Aucoin
			Administrative Order implemented		27.2.2 The Chief Judge of the Family Court will issue an Administrative Order that all JJ cases must be scheduled for a permanency hearing within 10 months.	1			
	28. Process for seeking TPR in accordance with ASFA	Obj. 28 Achieve Action Step					4	8	
				28.1 DCYF to develop strategies to expedite the processing of TPR appeals.					Kevin Aucoin
			Assessment complete		28.1.1 DCYF to assess the current appellate process-including the mechanisms and processes which are in place to expedite the processing TPR appeals.	1			
			Strategies developed and implemented		28.1.2 DCYF to develop strategies to address the issues within its control which impact upon the processing of TPR appeals.	2			



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Outcomes and Indicators	Item #	Measurable Objective [Interim Objective (IO)]	Method of Measure	Action Steps	Benchmark Toward Achieving Objective	Dates of Achievement (Quarter)			Responsible Party
			Tracking tool or process developed and implemented		28.1.3 DCYF will develop a tracking tool or process to regularly track the processing of TPR appeals through the system.	2			
Goal 2: Establish a continuum of high quality, culturally relevant placement resources in proximity to each child's home Goal 4Transition all children and youth from public supported care with the supports, skills and competencies in place to ensure stability and permanency Goal 5: Enhance the capacity of employees, foster parents and providers to deliver high quality care to children and families									
SF VI. Quality assurance system									
	31. Identifiable QA system that evaluates the quality of services and improvements	Obj. 31 Achieve Action Steps						8	Leon Saunders
				31.1 Implement CFSR-like review process					Patricia Martinez
			QA function identified in org chart		31.1.1 Identify QA function and position in organizational structure	1			
			Group established		31.1.2 Develop a new or incorporate into an existing group a Quality Assurance Advisory Group consisting of staff and community partners	1			

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Outcomes and Indicators	Item #	Measurable Objective [Interim Objective (IO)]	Method of Measure	Action Steps	Benchmark Toward Achieving Objective	Dates of Achievement (Quarter)			Responsible Party
			Baselines established		31.1.3 Establish baselines for benchmark measures thru RICHIST data or from CFSR results	1			
			Forms developed		31.1.4 QA Advisory Group completes development of QA instrument and establishes QA procedures (definitions, standards, etc)	2			
			Curriculum developed		31.1.5 QA Advisory Group and CWI develop training for staff on the review process and site preparation	2			
			Training completed		31.1.6 Introduce review process and site preparation to FSU, CPS, and Juvenile Probation staff	2			
			Reviewers identified		31.1.7 Identify state and community reviewers for Region 1 review.	2			
			Reviewers training		31.1.8 Train state and community reviewers on the review process and instrument.	2			
			Sample developed		31.1.9 Develop sample of cases to be reviewed in Region 1	2			
			Preparations completed		31.1.10 Coordinate site preparations and schedule for review	2			
			Review conducted		31.1.11 Conduct site review	3			
			Report developed		31.1.12 Process review data and develop final report	3			
			Report presented to region		31.1.13 QA staff provides feedback to Region 1 on review results using CFSR data as baseline	3			
			Feedback received		31.1.14 QA staff provides feedback to QA Advisory Group on review process.	3			

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Outcomes and Indicators	Item #	Measurable Objective [Interim Objective (IO)]	Method of Measure	Action Steps	Benchmark Toward Achieving Objective	Dates of Achievement (Quarter)			Responsible Party
			Modifications made		31.1.15 QA staff and QA Advisory Group modify review process, if needed, based upon feedback received from initial review	3			
			Reviewers identified		31.1.16 Identify state and community reviewers for Region 2 review.	3			
			Reviewers training		31.1.17 Train state and community reviewers on the review process and instrument.	4			
			Sample developed		31.1.18 Develop sample of cases to be reviewed in Region 2	4			
			Preparations completed		31.1.19 Coordinate site preparations and schedule for review	4			
			Review conducted		31.1.20 Conduct site review	4			
			Report developed		31.1.21 Process review data and develop final report	5			
			Report presented to region		31.1.22 QA staff provides feedback to Region 2 on review results and establishes baseline for future reviews.	5			
			Feedback received		31.1.23 QA staff provides feedback to QA Advisory Group on review process.	5			
			Reviewers identified		31.1.24 Identify state and community reviewers for Region 3 review.	3			
			Reviewers training		31.1.25 Train state and community reviewers on the review process and instrument.	4			
			Sample developed		31.1.26 Develop sample of cases to be reviewed in Region 3	4			
			Preparations completed		31.1.27 Coordinate site preparations and schedule for review	4			

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Outcomes and Indicators	Item #	Measurable Objective [Interim Objective (IO)]	Method of Measure	Action Steps	Benchmark Toward Achieving Objective	Dates of Achievement (Quarter)			Responsible Party
			Review conducted		31.1.28 Conduct site review	4			
			Report developed		31.1.29 Process review data and develop final report	5			
			Report presented to region		31.1.30 QA staff provides feedback to Region 3 on review results and establishes baseline for future reviews.	5			
			Feedback received		31.1.31 QA staff provides feedback to QA Advisory Group on review process.	5			
				31.2 Continue to build DCYF capacity for data driven decision making.					Leon Saunders
			Plan developed		31.2.1 Develop plan for feeding back data to DCYF staff and the community including a feedback loop for training and policy that will temporarily serve until an established continuous link is incorporated into a QA system.	1			
			DAC monthly meetings		31.2.2 Continue working with the RI Data Analytic Center toward research, data collection and analysis leading to improved outcomes in the areas of safety, permanence, and well-being for children and families	1			
			Data dissemination plan developed and data disseminated on quarterly basis.		31.2.3 Build on Data Analytic Center and Placement Solutions capacity to ensure that evaluation and quality assurance findings are routinely fed back to stake holders and used for system direction and refinement.	1			

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Outcomes and Indicators	Item #	Measurable Objective [Interim Objective (IO)]	Method of Measure	Action Steps	Benchmark Toward Achieving Objective	Dates of Achievement (Quarter)			Responsible Party
				31.3 Introduce Continuous Quality Improvement to the Department					DCYF Director
			TA Received		31.3.1 TA on how to introduce CQI culture change process to expose and prepare the Department over the next five years i.e. terms, definitions, and processes.	5			
			Plan developed		31.3.2 Following initial TA, develop a plan for implementation of CQI including QA, quality case reviews, ARU reviews, provider performance measures, etc.	6			
			MOU completed with PAL		31.3.3 Continue working with PAL to secure the voices of biological parents (who have been involved with our Department because of abuse, neglect, dependency), in our quality efforts.	6			
				31.4 Update RICHIST to identify point of entry (child welfare, behavioral; health, juvenile justice) for every case open to DCYF.					Leon Saunders
SF VII. Training			Modifications developed and implemented		31.4.1 Develop RICHIST modifications	2			
	32. Provision of initial staff training	Obj. 32 Achieve Action Step					4	8	Warren Hurlbut

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Outcomes and Indicators	Item #	Measurable Objective [Interim Objective (IO)]	Method of Measure	Action Steps	Benchmark Toward Achieving Objective	Dates of Achievement (Quarter)			Responsible Party
				32.1 The Department will provide Pre-Service training for Juvenile Probation staff that addresses the skills and knowledge base needed to carry out their duties with regards to the services provided.					Bruce Rollins
			Group established		32.1.1 Established a Juvenile Probation (JP) committee made up of JP staff in order to design and implement a pre-service training program.	1			
			Curriculum completed		32.1.2 Research like programs in other states. Use resources available at local colleges and universities. Survey juvenile probation personnel in regards to what trainings exist and what is needed.	3			
			Program designed		32.1.3 Implement a full division recruitment effort which would include electronic and hard copy recruitment material. Design a TOT program that meets the needs of juvenile probation.	3			
			Recruitment completed		32.1.4 Recruit juvenile probation staff interested in becoming pre-service trainers and train these recruits through a Training of Trainer (TOT) program.	4			
			Curriculum implemented		32.1.5 Implement a pilot Juvenile Probation pre-service curriculum.	5			

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Outcomes and Indicators	Item #	Measurable Objective [Interim Objective (IO)]	Method of Measure	Action Steps	Benchmark Toward Achieving Objective	Dates of Achievement (Quarter)			Responsible Party
	33. Provision of on-going staff training that addresses the necessary skills and knowledge	Obj. 33 Achieve Action Steps					4	8	
				33.1 Development and Implementation of an In-Service Training program for supervisors					Bruce Rollins
			Standards identified		33.1.1 Matching of supervisory competencies to supervisory standards.	3			
			Curricula reviewed		33.1.2 Review of existing supervisory curricula with TA	3			
			Focus groups held		33.1.3 Supervisory and community focus group(s) to determine proposed needs and approaches	3			
			Curriculum revised		33.1.4 Working with the existing supervisory workgroup, revise and/or development of a supervisory in-service curriculum	5			
			Pilot completed		33.1.5 Pilot an in-service training for existing supervisory who have not had pre-service training, evaluate and revise if necessary	6			
			Training scheduled		33.1.6 Schedule ongoing in-service for supervisors, as necessary	6			
			Evaluation completed		33.1.7 On-going evaluation and revision of training effectiveness	6			

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Outcomes and Indicators	Item #	Measurable Objective [Interim Objective (IO)]	Method of Measure	Action Steps	Benchmark Toward Achieving Objective	Dates of Achievement (Quarter)			Responsible Party
				33.2 The Department will provide in-service training for Juvenile Probation staff that addresses the skills and knowledge necessary to carry out their duties with regard to other services provided.					Bruce Rollins
			Group established		33.2.1 Established a Juvenile Probation (JP) committee made up of JP staff in order to design and implement an in-service training program.	1			
			Curriculum completed		33.2.2 Research like programs in other states. Use resources available at local colleges and universities. Survey juvenile probation personnel in regards to what trainings exist and what is needed.	2			
			Program designed		33.2.3 Implement a full division recruitment effort which would include electronic and hard copy recruitment material. Design a TOT program that meets the needs of juvenile probation.	2			
			Staff recruited		33.2.4 Recruit juvenile justice staff interested in becoming in-service trainers and train these recruits through a Training of Trainer (TOT) program.	3			
			Curriculum implemented		33.2.5 Implement a pilot Juvenile Probation in-service curriculum for the Division of Juvenile Corrections	5			



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Outcomes and Indicators	Item #	Measurable Objective [Interim Objective (IO)]	Method of Measure	Action Steps	Benchmark Toward Achieving Objective	Dates of Achievement (Quarter)			Responsible Party
	34. Provision of training for caregivers and adoptive parents that addresses the necessary skills and knowledge	Obj. 34 Achieve Action Steps					4	8	Joanne Lehrer
				34.1 Cross reference to Action Step 6.1					
				34.2 Research, design and implement a statewide, in-service training program for kinship, foster and adoptive families.					Maureen Robbins
			Survey completed		34.2.1Conduct a survey of foster and adoptive parents regarding what they feel are their training needs, the barriers to their attending training and what would encourage them to attend.	2			
			Survey analysis complete		34.2.2 Develop, distribute, and analyze survey of foster/adopt training programs in state to determine current practice	2			
			TA requested		34.2.3 Request information and/or TA from National Resource Center around foster/adopt training models	3			
			Curriculum developed		34.2.4 Develop curriculum based on findings and Secure funding to support innovations in training	4			
			Attendance increased		34.2.5 Identify and implement strategies to overcome barriers and to promote attendance at training	3			

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Outcomes and Indicators	Item #	Measurable Objective [Interim Objective (IO)]	Method of Measure	Action Steps	Benchmark Toward Achieving Objective	Dates of Achievement (Quarter)			Responsible Party
			Training implemented		34.2.6 Implement training with 15% of foster parents	5			
SF VIII. Service Array									
	35. Availability of array of critical services	Obj. 35 Achieve Action Steps							
				35.1 Cross reference to Action Step 3.2					
				35.2 Increase capacity for substances abuse services					Sandy Woods
			Evaluation completed		35.2.1 Identify the volume of need for parent substance abuse evaluations and treatment for the Department.	4			
			Regional needs assessment completed		35.2.2 Identify the geographic area of prevalence for evaluations of parents with substance abusing issues.	4			
			TA received.		35.2.3 Request TA from the National Center on Substance Abuse and Child Welfare to assist with developing best practices model.	5			
			Plan developed and implemented		35.2.4 Review Data Collected with MHRH and DHS to engage plan to increase capacity	6			
				35.3 Continue to work with other Executive Branch Agencies to optimize funding strategies to improve service coordination.					Janet Anderson

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Outcomes and Indicators	Item #	Measurable Objective [Interim Objective (IO)]	Method of Measure	Action Steps	Benchmark Toward Achieving Objective	Dates of Achievement (Quarter)			Responsible Party
			Plan developed		35.3.1 Identify children’s resources for optimization of funds for children (SED/MI & DD) in transition to the adult system	3			
			Pilot completed		35.3.2 Identify 50 children to pilot cross-utilization of funding for children’s services	4			
			Analysis of Medicaid funding opportunities completed		35.3.4 Analyze Medicaid reimbursement for state funded services with a view to increasing funds available for community based services.	6			
			Plans to improve coordination developed and implementation begun		35.3.5 Develop and implement plans to strengthen coordination between DHS, MHRH, RIDE and DCYF to ensure successful transitions	8			
	36. Accessibility of services across all jurisdiction	Obj. 36 Achieve Action Steps					4	8	
				36.1 Cross reference to Action Step 3.4					
				36.2 The Department will strengthen the ability of Regional Directors and their staff to manage resources within their region needed to support the children and families within their region.					Tom Bohan
			Evaluation completed		36.2.1 The Internal Restructuring Committee will conduct an evaluation of support resources currently available within the Department	2			

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Outcomes and Indicators	Item #	Measurable Objective [Interim Objective (IO)]	Method of Measure	Action Steps	Benchmark Toward Achieving Objective	Dates of Achievement (Quarter)			Responsible Party
			Regional functions identified and catalogued		36.2.2 The Internal Restructuring Committee, in consultation with the External Restructuring Committee, will identify the support functions each region needs to be able to manage effectively the resources within their regions.	3			
			Recommendations submitted to Service Delivery Redesign		36.2.3 The Internal Restructuring Committee will compare the Support Resource Evaluation with the Regional Support Resource Needs Evaluation and develop recommendations on support resources needed to meet the regional needs. These will be submitted to the Service Delivery Redesign Team.	3			
			Action plan developed		36.2.4 The Service Delivery Redesign Team will review recommendations, determine which recommendations can be accomplished and develop action plan on implementing approved recommendations.	4			
			Action plan submitted and approved		36.2.5 The Service Delivery Redesign will submit Action Plan to the Senior Executive Team for approval	4			
			Implementation initiated with review process		36.2.6 Action Plan will be implemented based on steps and time frames identified in plan	5			
	37. Ability to individualize services to meet unique needs	Obj. 37 Achieve Action Step					4	8	

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Outcomes and Indicators	Item #	Measurable Objective [Interim Objective (IO)]	Method of Measure	Action Steps	Benchmark Toward Achieving Objective	Dates of Achievement (Quarter)			Responsible Party
				37.1 Services by Spanish speaking providers are accessed and provided in a timely manner when needed.					Janet Anderson
			Contracts amended		37.1.1 Contractual agreements with providers require demographic profile of service area and demonstrate their ability to meet the cultural and linguistic needs of their target population	4			
			QA process established		37.1.2 Ensure a quality assurance and continuous quality improvement mechanism through NHPRI for appropriate service delivery to Spanish speaking families.	6			
			Monitoring carried out		37.1.3 Monitoring to ensure ongoing contract compliance with Spanish-language capacity included in Performance Measures.	8			
Goal 1: Create a community-based, family centered service system									
SF IX. Agency responsiveness to the community									
	38. Engages in on-going consultation with critical stakeholders in developing the CFSP	Obj. 38a Achieve Action Steps							

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Outcomes and Indicators	Item #	Measurable Objective [Interim Objective (IO)]	Method of Measure	Action Steps	Benchmark Toward Achieving Objective	Dates of Achievement (Quarter)			Responsible Party
				38a1. Increase inclusion of community in planning, developing, and implementing Department goals through Regionally-based community groups, and other regularly scheduled public forums.					Lee Baker
			5 new community representatives included		38a1.1 Add 5 additional community representatives to the existing 3 external members of the Service System Re-Design Workgroup, and add additional community participants as appropriate to the task at hand.	1			
			Forum agendas to be submitted twice during the PIP period		38a1.2 Establish a process for holding biannual public forums (PIP, State Plan, and Chafee Planning) for provider agencies to elicit feedback on planning, development, and implementation of goals.	1			
			Community involvement in regional groups		38a1.3 Continue to participate in, develop, and or strengthen regional community partnerships.	1			
				38a2. Incorporate Safety Assessment and the Information and Referral Process into existing training workshops provided to community stakeholders					Thomas Dwyer
			Training completed for 50% of providers		38a2.1 Identification and training of representatives in each provider agency who will then be able to train staff within their respective agencies	3			
		Obj. 38b Achieve Action Steps					4	8	

## RHODE ISLAND PIP MATRIX

Outcomes and Indicators	Item #	Measurable Objective [Interim Objective (IO)]	Method of Measure	Action Steps	Benchmark Toward Achieving Objective	Dates of Achievement (Quarter)			Responsible Party
				38b.1 Enhance communication and problem solving initiatives between the Family Court and DCYF					Patricia Martinez
			Progress of meetings documented 4x during the PIP period		38b.1.1 Establish regular monthly meeting schedule between Chief Judge of the Family Court and DCYF Director	1st Quarter			
			Letter format is implemented		38b.1.2 Develop letter format to convey critical case information more effectively to the Court.	1			
			Court receives case information 3 days in advance of hearing		38b.1.3 Formulate a process for ensuring that critical case information on DAS and other clinical assessment reports are provided to the Judge sufficiently in advance of the hearing.	1			
				38b.2 Jointly hold semi-annual meetings with Judges, Magistrates and a cross-section of all operational units of DCYF to identify and address issues of mutual concern.					Kevin Aucoin
			Semi-annual retreats held		38b.2.1 Meetings are jointly planned and held in the months of May and November. Work groups are established to continue progress in-between retreats	2			
			Progress of meetings documented 4x during the PIP period		38b.2.2 Family Court/DCYF Work Group on Training School and Juvenile Probation meets on a quarterly basis to develop recommendations for improvements.	1			

RHODE ISLAND PIP MATRIX

Outcomes and Indicators	Item #	Measurable Objective [Interim Objective (IO)]	Method of Measure	Action Steps	Benchmark Toward Achieving Objective	Dates of Achievement (Quarter)			Responsible Party
			Progress of meetings documented 4x during the PIP period		38b.2.3 Family Court/DCYF Work Group on Responsibility and Interaction between DCYF and Family Court meets on a quarterly basis to develop recommendations for improvements.	1			
			Progress of meetings documented 4x during the PIP period		38b.2.4 Family Court/DCYF Work Group on Placement Issues meets on a quarterly basis to develop recommendations for improvements.	1			
	39. Develops annual progress reports in consultation with stakeholders	Obj. 39 Achieve Action Step							
				39.1 Cross Reference to Action Step 38a1					
	40. Coordinates services with other federal programs	Obj. 40 Achieve Action Step							
				40.1 Cross reference to Action Step 3.4					
SF. X. Foster and Adoptive Parent Licensing, Recruitment and Retention									
	44. Diligent recruitment of foster and adoptive families that reflect children's racial and ethnic diversity	Obj. 44 Achieve Action Step							



RHODE ISLAND PIP MATRIX

Outcomes and Indicators	Item #	Measurable Objective [Interim Objective (IO)]	Method of Measure	Action Steps	Benchmark Toward Achieving Objective	Dates of Achievement (Quarter)			Responsible Party
				44.1 Cross reference to Action Step 6.2					
	45. Uses cross-jurisdictional resources to find placements	Obj. 45 Achieve Action Step					4	8	
				45.1 Ensure use of cross-jurisdictional resources to find placements					Joanne Lehrer
			Meetings attended		45.1.1 Attend (2) interstate “matching” meetings with representatives of other New England states to discuss children who are waiting within each state as families who are waiting to help facilitate placement across New England lines with Adoption RI, the Department’s contracted adoptive exchange agency, taking the lead in coordinating these meetings.	2			
			Guidelines developed		45.1.2 Establish guidelines for use of adoption resource exchange	1			
			Training developed		45.1.3 Develop training on interstate adoption for DCYF staff, with assistance of National Resource Center, Adopt USKids	2			
			Workshop presented		45.1.4 Have workshop presented as part of Adoption RI’s yearly conference.	4			
			Training completed		45.1.5 Provide training for supervisory staff.	3			
			Baseline established		45.1.6 Establish baseline of number of children on regional and national websites.	1			
			Evaluation completed		45.1.7 Evaluate increase and effectiveness of cross jurisdictional adoptions through quality assurance measures	4			